

OPERATIONAL STANDARDS CHECKLIST

Marketing and Programming Standards

1. ____ Has a realistic Marketing Objective Plan (MOP) been developed for the fiscal year?
 - 1a. ____ Has management identified specific market segments and linked them to specific programs?
 - 1b. ____ Have goals been established for each particular target market?
 - 1c. ____ Have all programs been coordinated as to not coincide with another major event on the proposed date?
2. ____ Has a realistic Management Action Plan (MAP) been developed?
 - 2a. ____ At a minimum, has management developed and featured one major and one minor food and beverage program per month (example, major is like membership nite, block parties etc., and a minor is like social hour, club card drawings etc.)?
3. ____ Have you conducted an annual membership drive?
 - 3a. ____ Do you use the results of focus groups meetings to develop membership programs?
 - 3b. ____ Are membership appreciation events scheduled on a reoccurring basis?
4. ____ Has marketing been given ample time to prepare professional signage and advertising for upcoming events?
 - 4a. ____ Are advertisements placed only in base newspapers and in other military media, such as the Stars and Stripes, Armed Forces Radio and Television, and on base closed circuit TV?
5. ____ Do you have an Advisory Committee? Are they all members?
 - 5a. ____ Does the advisory committee follow guidelines outlined in AFI 34-272?
 - 5b. ____ Does the advisory committee represent the club's membership, including retirees?
 - 5c. ____ Does each committee have at least five members with the majority being on active duty?

5d.____Is the chairperson the senior active duty member of the committee, or has the installation commander appointed another active duty member as chairperson?

5e.____Does the committee meet at least quarterly?

5f.____Does the advisory committee assist club management in:

_____conducting membership drives?

_____changes to house rules?

_____changes to hours of operation?

_____conducting membership surveys to make sure the club provides programs of interest?

5g.____Does the advisory committee advise club management on performance and level of satisfaction provided by club activities and the quality and quantity of services and programs?

FINANCIAL STANDARDS

1.____Is the club NAID meeting the Air Force Standard of 2-6% or more?

2.____Is management utilizing the following management reports available from the ALOHA point of sales system?

2a.____Hourly sales versus total sales?

2b.____Comparative server sales?

2c.____Sales by revenue cost centers?

2d.____Schedules versus actual labor report?

2e.____Product mix sold by day, week, month etc.?

2f.____Is management utilizing Time Manager data for proper scheduling and effective labor control?

2g.____Is management utilizing the following three (3) FoodTrak © reports for insuring effective cost controls?

2h.____Management Summary Report?

2i.____Purchase Recap?

2j.____Food Use Report?

- 2k. ____ Has management prepared a daily and month-to-date profit and loss analysis?
- 2l. ____ Has management developed a realistic 5-year plan to project future requirements?
3. ____ Is administrative cost of labor (COL) less than the Air Force Standard of 18% of the overall operating income?
4. ____ Is the total entertainment expense less than the Air Force Standard of 10% of overall operating income?
5. ____ Is net income from bingo operations 20% or more of bingo sales/revenue?
6. ____ Is the dining room operation cost of labor (COL) between 40-45% and cost of sales (COS) between 35-45% with the combined total being no more than 90%?
7. ____ Is the cost of labor (COL) for snack bars between 30-35% and the cost of sales (COS) between 30-40% with the total being no more than 75%?
8. ____ Is the cost of labor (COL) in bar operations operating between 20-30% and cost of sales (COS) between 25-30% with the total being no more than 60%?
9. Are the minimum average guest checks for dining room service achieving:
- 9a. ____ \$3.50 per customer for breakfast?
- 9b. ____ \$4.75 per customer for lunch?
- 9c. ____ \$9.00 per customer for dinner?
10. ____ Is the club turning over food and beverage inventory a minimum of once per month?
11. ____ Is the club achieving the following membership percentages for active duty military?
- 11a. ____ 70% for Officers membership (CONUS)?
- 11b. ____ 85% for Officers membership (OCONUS)?
- 11c. ____ 50% for enlisted membership (CONUS)?
- 11d. ____ 80% for enlisted membership (OCONUS)?

TRAINING STANDARDS

- 1.____Have all club employees completed customer service training within 15 days of being employed?
- 2.____Does the club provide a method of training new club employees in the area of in-house service and hospitality standards?
- 3.____Has the club developed and maintained a training system which includes on-going training, communication, reinforcement, performance review and compensation to keep customer service employees performance at a consistently high level?
- 4.____Are mid-level supervisors included in the training?
- 4a.____Are external training programs available to all employees for sharpening their managerial, and technical skills?
- 5.____Does club management belong and participate in related professional associations (i.e.,IMCEA, CMAA)?